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Talent Management Strategy for Nottinghamshire Police

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Table of Content

Acknowledgement	1
Chapter 1 Introduction	2
Chapter 2 Organization Overview.....	5
Chapter 3 Literature Review.....	7
3.1 Talent Management Strategy	
3.2 Replacement Planning & Succession Planning	
3.3 Coaching & Mentoring	
3.4 Performance Management Systems	
Chapter 4 Methodology.....	20
Chapter 5 Case Study Analysis	25
Chapter 6 Discussion & Recommendations	32
Bibliography	43

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Chapter 1: Introduction

This chapter contains an overall definition of the project's context and client definition of Talent Management.

1.1 Definition of Talent Management

Nottinghamshire Police have adopted the CIPD definition of Talent Management, as being “the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles”.

It is the organization's vision to be a centre of excellence for its HR and OD practices; therefore the CIPD definition of talent management is used as the basis for the development of best practice.

They would like their best talent to make their greatest contribution to their aim of becoming the best performing force by 2015, where they feel valued, have the right challenges, be supported by learning and development opportunities within a framework that is transparent, accessible to all, supportive of diversity and well aligned to the business planning process.

1.2 Project Outline

The project examines the most effective and efficient methods of providing a programme of Talent Management (TM) within Nottinghamshire Police. This program will help to identify talent, enhance organisational capability, support individual development and enhance organisational performance.

1.3 Project Context

A programme of Talent Management is consistent with the organisation's "Policing for You" vision to drive forward change, improve performance and deliver a better quality of service for the public. It aims to ensure that Nottinghamshire Police provides the correct services, in the correct manner, in the most cost-effective way possible for the public.

A number of recent publications too have articulated concerns over Police leadership and national business drivers for change. Factors like, limited resources, performance culture, community engagement and increasing expectations have prompted exploration of the best means of developing leadership in policing. As such mirrored locally within the initiatives at Nottinghamshire Police, is the need for an

overarching, national leadership strategy – achieved through initiatives like HPDS, central career management and a Talent Management programme. In this report, we will focus on Talent Management.

In addition, the organisation is currently losing a lot of experienced officers who are undergoing compulsory retirement. The Police Pensions Regulations Act of 1987 includes a regulation for the compulsory retirement of officers on grounds of efficiency of the Force. Nottinghamshire Police Authority has approved the use of Regulation A-19, which applies only to officers who if required to retire, are entitled to receive a pension of an amount not less than two thirds of their average pensionable pay and applies to all ranks, excluding chief officers, who have chosen not to leave the Force at the accrual of their full pensionable entitlement.

The organisation is currently going through a re-structure as a result of budget cuts advocated by the government's spending review (police funding cut by 4% a year) and the implementation of the A-19 regulation. What has become clear is that this need to transform the force will ultimately mean fewer people working for the organisation, in the coming years. In the process of reshaping Nottinghamshire police, the above mentioned measures have become necessary, in order to meet the tough financial challenges placed upon the organisation and to become the best performing force in the UK by 2015.

1.4 Project Objectives

As external recruitment will be limited in the short term, the organisation would like to develop its existing officers. They wish to be an employer of choice in the long term, and are of the view that an effective talent management programme will help them achieve this objective. Talent management will become increasingly important, particularly in the current economic climate, as the organisation shrinks. The organisation must increase the utility of its experienced and capable officers. It is more important than ever to know where talent sits and how to develop people to meet short and long term business critical issues.

Currently the organisation does not have a system of developing people through succession planning. They do not have an effective strategy of talent management. Due to the ongoing changes, people are moved out of key roles without much thought. The organisation is committed to gaining the most from succession planning in the future, thereby supporting the development of high potential officers and staff. They need good people in place at all times who can do the jobs. As a result it is contemplating developing pools of talented individuals and a pipeline of potential leaders, each of whom is capable of filling a number of roles. It is also considering broadening experience by lateral moves and moving to more streamlined management layers.

In order to achieve the above, the organisation plans to identify those with potential to assume greater responsibility; it intends to identify and provide critical development experience to those who are identified as having potential; it wishes to counter the increasing difficulty and cost of external recruitment; take steps to improve employee commitment and retention and meet the career expectations of officers and staff.

The organisation respects the fact that men and women need to make their own career decisions and balance career and family responsibilities. It places emphasis on balancing the aspirations of individuals with those of the force, as far as possible customising opportunities to meet the needs of officers, staff and their families and changing skill requirements.

Chapter 2: Organization Overview

This chapter contains an overview of the organization, its strategic priorities and changes following the restructure.

2.1 The Organization

Policing in Nottinghamshire started in 1840, although separate town-based forces in Nottingham, Newark-on-Trent and Retford had existed since 1836. Nottinghamshire Police plays an important role in fighting crime, and promoting law and order in Nottinghamshire.

The organization serves a population of more than one million people living in Nottinghamshire's towns and villages including the cosmopolitan city of Nottingham. It aims to make Nottinghamshire a safer place to live and it does this in partnership with other organizations and local communities across the county. In order to ensure that the organization provides an efficient service, its work is overseen by Nottinghamshire Police Authority which is an independent body (About us 2011, <http://www.nottinghamshire.police.uk/about/>).

To ensure that the organization is close to the people it serves, policing in Nottinghamshire was divided into four divisions - Bassetlaw, Newark & Sherwood; Mansfield & Ashfield; Nottingham City; South Nottinghamshire. Each division was headed by a chief superintendent, responsible for the overall policing of the area.

Furthermore each division is sub-divided into a number of neighbourhoods policing areas (NPAs) that are headed by neighbourhood policing inspectors. Each neighbourhood policing area is divided into smaller areas called beats, which usually cover neighbourhoods or estates. These areas are patrolled by police officers, special constables and police community support officers (PCSOs). The police rank hierarchy starts from police constable, sergeant, inspector, chief inspector and progresses upwards, the highest post being that of chief constable. **Annexure A** contains the force rank structure.

Local policing is complemented by a range of support units and departments which include control rooms that answer 999 telephone calls, roads policing section, criminal justice, crime investigation, force intelligence directorate, dogs and mounted sections, the forensics officers in the scientific support unit and the team that plans for major events and emergencies in Nottinghamshire (Our organisation 2011, <http://www.nottinghamshire.police.uk/about/organisation/>).

2.2 Police Force Restructure

Due to the spending review and police budget cuts, the divisions have been reduced from four to two, namely County of Nottinghamshire and City of Nottingham.

Annexure B consists of the county division structure & **Annexure C** consists of the city division structure. The organisation works together as partners with the Local Strategic Partnerships (LSPs) and Community Safety Partnerships (CSPs) in the County and City.

By restructuring the force; working in close relationship with partner organisations and by re-engineering the delivery of local policing services, in the next two years the organisation aims to reduce the number of crimes committed by 20,000 and make a savings of £23m.

Its vision is to become the best performing police force in the country by 2015 (Nottinghamshire Police, Policing Plan, 2011-15). The **three strategic priorities** of the organisation are given below. **Annexure D** consists of actions required against strategic priorities.

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

Chapter 3: Literature Review

This chapter is to introduce key studies on talent management strategy and theoretical concepts on replacement planning, succession planning, coaching, mentoring and performance management systems. These literatures will serve as foundation to the analysis of the research questions.

3.1 Talent Management Strategy

3.1.1 TM Definition

According to Hughes et al (2008) one of the most significant internal factors influencing talent management policy and practice is its definition. Whether it is perceived as being synonymous with HRM practices or workforce planning; the extent to which it is associated with technology and enterprise level automation; whether it is focused on all employees or just a few, has a profound effect on its implementation. Therefore developing a clear definition of what talent management means, along with what it is meant to achieve, is the vital first step.

3.1.2 TM as a Practice

According to Hughes et al (2008), talent Management is a multi-faceted concept championed by HR practitioners. It creates an organizational culture where employees are truly valued, is a source of competitive advantage and leads to effectively integrated, technology enabled HRM practices.

Talent management is a philosophy and a practice (Hughes et al, 2008). It is an enacted commitment shared at the highest levels throughout the organization, by all in managerial positions. It is the implementation of an integrated, strategic and technology enabled approach to Human resource management. It focuses on human resource planning, especially on employee recruitment, retention, development and succession planning. They are ideally for all employees, but especially for those identified as high performing candidates or those in key positions. The commitment arises from the recognition, that human resources are an organization's primary source of competitive advantage.

The benefits of an effective TM strategy are improved employee recruitment & retention rates, and enhanced employee engagement. These outcomes would lead to increased operational performance. An internal driver of particular importance for talent management is senior management understanding and commitment.

Hence when implementing a talent management strategy, the organisation needs to define what is meant by talent management, secure management commitment, align talent management with strategic goals, ensure clear line accountability and conduct an audit of all HRM practices in relation to best practices.

3.1.3 Focus on External Recruitment

According to Pfeffer (2001), an exclusive focus on external recruitment and retention of “high talent” executives could have negative organizational impacts. It would lead to declining internal competence and undervaluing of existing employees. Furthermore a focus on bringing in new talent, instead of fixing cultural and other issues, would serve as a barrier to employee performance.

3.1.4 Employee Engagement

The organization’s talent management strategy should contribute to employee engagement. According to Gibbons (2006) “employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work”.

According to the research of Hewitt and Associates (2004), engagement is a measure of the energy and passion that employees have for their organization. Engaged employees are committed to the organization, say positive things about their workplace, thereby contributing to the development of a positive employer brand, and strive to deliver high standard work.

The top drivers of employee engagement identified by Gibbons (2006) include:

- **Trust and integrity** – The extent, to which the organization’s leadership is perceived to care about employees, is trustworthy and listens and responds to their opinions.
- **Nature of the job** – The extent of employee participation and autonomy;
- **The connection between individual and company performance** – The extent to which employees understand the company’s objectives, and how best to contribute to them;
- **Career growth opportunities** – The extent to which employees have opportunities for career growth and promotion (a clearly defined career path)
- **Pride about the company** – The extent to which employees derive self-esteem from their work;
- **Co-workers/ team members** – Attitudes of co-workers towards their jobs and the organisation;
- **Employee development** – The extent to which efforts are made to develop employee’s skills

- **Personal relationship with one's manager**– The extent to which the employee values this relationship.

Hughes et al (2008) observe that the organisation needs to ensure these drivers are present, as it has profound implications for HRM practices with regard to people in a supervisory capacity. Hence, the organisation must find the best way of recruiting, selecting, developing, rewarding and evaluating supervisors and managers.

The Organization needs to fully engage their employees through an effective talent management strategy. Increased levels of employee engagement lead to higher employee productivity. According to Gibbons (2006) “emotional drivers such as one's relationship with one's manager and pride in one's work have four times greater impact on discretionary work effort, than do rational drivers such as pay and benefits”.

3.1.5 Internal Success Factors which affect TM

As observed by Hughes et al (2008) internal factors can serve as drivers and restraints. Middle managers can struggle with delivery expectations without the authority or information or budget to make it happen. Competent people can become disillusioned, when they can't do what they need to do to deliver.

Vital internal success factors for talent management are **active management participation** and **alignment with strategic goals**. As observed by Morton (2004), the management has an important role to play in providing direction for talent management initiatives. Furthermore talent management must be aligned with strategic goals and it must be elevated to being a top priority in the organisation. It must be viewed as essential for achieving the organization's goals, for it to get the attention and resources it requires.

In order to align talent management with strategic goals, the provision of comprehensive data, generated through workforce planning or integrated feedback system is important. Morton's (2005) research found that many HRM practitioners lack skills associated with planning and analysis. Further, organizations lack integrated systems for collecting and analyzing data. Hence it's often the case that the analytical competencies of HRM ought to be improved.

Establishing line or business unit accountability is another important internal factor affecting talent management (Morton, 2004). Talent management is an organisation wide, integrated activity, for which managers accept shared responsibility. Rather than being the exclusive responsibility of HR, managers need to take on responsibility for talent management leadership and its effective implementation. Clear talent management organisational structures are also important.

3.1.6 Implementation of TM

Once the talent management definition, management level commitment, talent mindset or culture, alignment of talent management with strategic goals, data

management systems, and analytical skills are firmly in place, an implementation plan needs to be developed (Hughes et al, 2008).

Hughes et al (2008) also observed that efficient and effective processes in all human resource management areas, is important for the successful implementation of talent management. The organisation needs to look at best practices in recruitment, selection, retention, compensation, performance management and succession planning. They need to engage in such reviews and then adjust their own practices accordingly.

3.1.7 Employer Brand & Employee Value Proposition

The development of employer brand is important as it helps to position the organization as an employer of choice, and helps to attract job candidates. It further assists to internalise the organization's vision and values.

According to Dell and Hickey (2002), an employer brand establishes the identity of an organisation as a good employer. The brand encompasses the firm's values, systems and policies towards the objectives of attracting, motivating, and retaining employees. It keeps current and potential employees actively aware of the company's employee value proposition. The employee value proposition makes it clear to employees the benefit that they will receive in exchange for their labour. Dell and Hickey (2002) suggest that the development of an employee value proposition is an essential component of an employer brand.

According to Morton (2005), organizations that successfully recruit and retain valued employees are able to show potential employees that they are valued and that opportunities exist for them in the organisation. When developing a value proposition employers need to pay attention to key factors such as competitive base pay and benefits; learning, skill development and career advancement opportunities; work/life balance; a long term strategic orientation; appropriate decision making authority which are concepts related to employee recruitment and retention success.

3.1.8 Summary

Hence in summary according to (Hughes et al, 2008), the steps to be included when implementing an integrated talent management strategy include defining what is meant by talent management; developing a talent-management mindset or culture; ensuring management commitment and leadership for implementation; aligning talent management with the strategic goals of the organization; establishing an effective employer brand and employee value proposition; establishing data management and analysis systems; ensuring people have necessary analytical skills to use them; developing an implementation plan with clear line management accountability and structures; conducting an audit of HRM practices in relation to evidence based best practices. The organisation needs to ensure that managers at all levels have the necessary skills to retain and engage valued talent. An organization that is committed to talent management in the manner advocated above will benefit immensely.

3.2 Replacement Planning and Succession Planning

3.2.1 Replacement Planning

An organisation can lose talented and experienced people due to unexpected circumstances (Rothwell, 2011). Through replacement planning, short-term and long-term backups can be identified, so that organizations have people to assume responsibility for critical positions. It focuses on meeting the demands of emergencies and is an important aspect of disaster planning, as it reveals how prepared an organisation is to fill up leadership positions.

Replacements can be prepared to a point, where they can assume a critical position long enough, until a proper internal or external search is performed for a permanent replacement. It differs from succession planning which focuses on developing a pool of people to consider for promotion. It differs from talent management as well, which focuses on attracting, developing, deploying and retaining the best people (Rothwell, 2011).

Replacement planning can be used to consider important issues for the implementation of succession planning. According to Rothwell (2011) it is better for an organisation to begin with replacement planning, where the need to prepare for emergencies is compelling, and then move towards succession planning.

The organisation needs to analyse the important elements of a successful replacement planning program. It should assess how the foundation established by replacement planning, can be developed into succession planning. The above can give cause to organizational changes (Rothwell, 2011).

3.2.2 Finding Replacements

Replacement planning focuses on finding backups inside the organization. Either key people need to be replaced or key positions require backup. Senior leaders need to recognize the value of having key backups identified, in case of short-term or long-term emergencies.

Long-term replacement planning focuses on finding backups to fill critical positions, such as when people become absent for long periods due to death, disability, sudden resignation or retirement. Short-term replacement planning would focus on who makes decisions when a senior officer is on vacation.

3.2.3 Replacement Planning Process

Annexure E consists of a **sample replacement planning chart**, which can be used for replacement planning. When implementing a replacement program, adherence to simple steps can lead to a successful program. Rothwell (2011) describes the steps in a best-practice replacement program, as follows:

Step One: Gain management commitment to undertake the effort. Managers could be asked the following questions. If the answers reveal an inability to deal with sudden, unexpected losses of key people, it is an issue for the organisation.

- A. If you lost one of your most important people suddenly, how quickly could you find a replacement?
- B. Who is your backup?
- C. How many people do you have as backups, and how long would it take to prepare them to do your job without further need for training or coaching?
- D. How many people in your area can serve as your backup in case of emergency?
- E. How many people do you have as backups for other key people or positions?

Step Two: Clarify who will be the focus of the replacement planning effort. One approach would be to begin at the top of the organization, examining possible short-term and long-term backups for senior ranking officers.

Replacement planning need not be confined to senior positions. The organisation needs to decide how far down the line it would like to take replacement planning? The planning could be conducted in phases, starting at the top and over time more layers could be added, such as middle managers and frontline supervisors.

Step Three: Clarify what will be the focus of the replacement planning effort. Consider whether or not the goal should be to prepare people to,

- A. Be fully prepared for promotion
- B. Serve on a temporary basis, until there is sufficient time to do a proper search for a qualified candidate from within or without.
- C. Serve on a short-term basis (if managers are sick or on vacation)

Step Four: Brief managers on how to conduct a replacement planning process. The organisation must identify who should introduce the need for replacement planning, how it should be effectively delivered and how questions about the process must be effectively answered.

Step Five: Provide individual follow-up assistance for managers who need it.

Some managers would find group briefings inadequate. They would require individualized, one-on-one sessions with an internal HR consultant, who can provide specialized advice on replacement planning issues for their areas of responsibility.

Step Six: Organize draft replacement charts to be turned in, ensuring confidentiality.

Someone must be assigned to assemble the replacement charts. If they are for higher-level backups, then the Chief Officer Team may wish to review them and meetings arranged to discuss them. If the replacement charts are for middle managers, then the supervisors may want to review them.

Step Seven: Plan for a meeting of all managers to review all the replacement charts and discuss them. The agenda must be prepared taking into consideration the following questions.

- Who will open the meeting?
- In what order will the charts be reviewed?
- Should the meeting be facilitated by an internal or external consultant?
- Who will keep notes on the session?
- How will charts be finalized after the meeting?
- How will managers be held accountable for making sure that the development strategies will be implemented?

Step Eight: Conduct review meeting of replacement charts. Managers who have completed the charts must be present for the meeting. If results are to be kept confidential, it should be conveyed to the participants. Adequate time should be set aside for presentation of each replacement chart and discussion of those listed as replacements by each manager.

The discussion should include any concerns about replacements and the development needs that ought to be addressed, to prepare each possible replacement. Action plans to narrow developmental gaps should be focused on primarily on-the-job work experiences (90 percent of development occurs on the job based on exposure to people, places and work activities that build competencies).

Step Nine: Finalize the replacement charts and individual action plans.

Replacement charts for each area needs to be finalised. The HR leader could be tasked to perform this and requested to feed the revised charts back to each senior manager. Alternatively, senior managers could be requested to finalize replacement charts for their areas of responsibility and have them sent for confidential filing to HR.

Step Ten: Implement the individual action plans. Action must be taken to improve the readiness of officers to serve as backups. Individuals must be encouraged to pursue work assignments that will build their competencies and prepare them for promotion.

Step Eleven: Review the replacement charts periodically. They need to be periodically reviewed to ensure that they are up-to-date and accurate. Discussion needs to be facilitated among managers and they need to assess how well prepared the organization is to replace key people or key positions.

Step Twelve: Evaluate the results of the replacement planning program periodically, to determine how well it is working and if it can be improved.

3.2.4 Succession Planning

Succession planning is different to replacement planning. It does not focus on finding internal backups from within departments. It examines needs by level or rank (example: the move from middle to senior manager). Talent at each level is pooled. Talent “pools” are defined as all people considered promotable to the next level, up on the organization chart (Rothwell, 2011). When the demand is great such as when all members of a certain group (eg: senior officers) are near retirement, focus should be placed on accelerating the development of the talent pool.

Hiring a key skill or buying talent in, is one approach to succession planning. The other way is to build it from within. Succession strategy is a mix of buying and building talent (Fulmer et al, 2004). There are **advantages and disadvantages** to both.

When buying in talent, the organisation can acquire specialized skills and bring in new ideas and fresh perspectives. This is vital to making key changes in performance. But it is expensive, and the talent you buy is unproven in the organization.

When building talent, the organisation can develop people to their own specification, save money and enhance career mobility within the existing workforce. But there is less opportunity for injecting new knowledge and energy. Building is favourable for both the organization and the employee as there is a reduced learning curve when moving people into new roles. They would already know how things are done in the organisation. They would only need to focus on what they need to do in order to be successful in their roles (Fulmer et al, 2004). By promoting people from within, the organisation provides opportunities for people to grow and develop. Hence talent will be effectively engaged, motivated to stay and explore where their next opportunity lies within the organization.

3.2.5 Succession Planning Process

Annexure F consists of a **sample succession planning chart**, which can be used for succession planning. According to Rothwell (2011), the important steps in creating the strategic framework for succession planning include:

- A. Gaining ownership and commitment from the top;
- B. Clarifying the competency requirements for key people or key positions

- C. Integrating the performance management system with work and competency requirements (so that people are assessed based on present expectations for their jobs)
- D. Clarifying the competency requirements that will be needed in the future, for the strategy to be effectively implemented;
- E. Comparing individual abilities presently to more highly demanding, higher-level work in the future.
- F. Narrowing developmental gaps through planned action
- G. Evaluating results of the program.

In succession planning, managers ought to avoid leaving the entire responsibility to HR. Rothwell (2011) observes that more is needed for succession to work than a strategic framework. Strategy must be executed on a daily basis. Managers play a key role in developing people every day.

3.2.6 Summary

As observed by Rothwell (2011), replacement planning can be a starting point for introducing succession planning and talent management into an organization that is developing talent for the first time. It addresses important questions such as can the organization survive an emergency, resulting from the loss of one or more officers? It can further give insights to managers on important issues to bear in mind.

Replacement planning is helpful in identifying training needs to prepare individuals to serve, in an emergency, as a backup for others. Managers can be consulted as to what backups may require, in the form of training. When managers ask for objective criteria by which to select replacements, they are asking for competencies that can be measured through behavioural indicators. Internal job posting can be integrated with replacement decisions. By indicating who is ready for promotion, high potentials are discovered (Rothwell,2011).

The insights thus gained lead towards succession planning and talent management programs which incorporate planning for individual development and building the organization's bench strength to meet future challenges such as pending retirements (Rothwell,2011).

3.3 Coaching and Mentoring

3.3.1 A Comparison

As observed by Thomas and Saslow (2007), although coaching is popular in the management development community, mentoring is a less understood development technique. The differences in the application of the two techniques are substantial. Mentoring is less expensive and provides a greater impact than coaching.

Coaching is usually in the form of one to one sessions between a manager and the coach. Team coaching, is less popular. Often external coaches are used. If the organization can afford it, it can hire or train internal coaches. Coaching assignments have different goals, but two common themes are communication and interpersonal skill building. They are designed to help managers build a skill or improve performance in specified areas (Thomas and Saslow, 2007).

Mentoring is a relationship between two people in which a more experienced person supports the development of a less experienced person (Thomas and Saslow, 2007). Organization-sponsored formal mentoring is designed to meet specific objectives. It is structured and often a part of a broader development program. Mentor/mentee assignments can be made with someone outside a person's reporting structure, even from a different division. The process helps the individual learn the ropes of a new culture and how things are done in the organization. It exposes a high-potential employee to more senior roles, thereby reducing the time taken to learn how to get around the organization.

3.3.2 Integration with TM Strategy

As observed by Thomas and Saslow (2007), much of the coaching and mentoring activity is not integrated with other talent management activities, whereas in reality it needs to be co-ordinated, with other development activities. Some organizations do successfully incorporate both mentoring and coaching into their talent management strategy.

Coaching can be conducted using a mix of internal and external coaches. Mentoring programs can be designed for different populations, including new recruits, front-line managers and high potentials. Mentoring can also be tied to talent acquisition at senior ranks. This can help ensure successful on boarding and ease the task of officers joining the organization (Thomas and Saslow, 2007).

Thomas and Saslow (2007) observe that mentoring programs can create a meaningful role for semiretired officers. It could be used to transfer the institutional knowledge of semiretired officers to the new guard. Effective mentoring relationships can therefore prove beneficial for the organization and the officers nearing retirement. Mentoring gives individuals in the organisation a culturally specific resource to help them become successful. It also provides a high-impact role for senior leaders to pass on their knowledge and experience to the leaders of tomorrow.

3.3.3 Design of Mentoring Programs

Successful mentoring programs ought to be tailored to the organization's specific needs (Thomas and Saslow, 2007). Firstly, mentoring programs require commitment and support from senior leaders. Secondly, the main issues that mentoring will address must be identified such as assisting new recruits, supporting diversity goals, retaining high potentials or transferring of knowledge. Thirdly, mentoring must be integrated with the leadership development strategy and talent development activities.

With regard to **program management**, a program manager must be appointed to oversee the recruiting, selection and training of mentors. Support and guidance must be provided to both mentors and mentees, including the provision of guidelines on how to get started and topics for discussion (Thomas and Saslow, 2007). The program manager must ensure that the mentoring program is aligned with the leadership development strategy. He/she must evaluate and report results on participation data and feedback on the program.

The **recruiting of mentors** is a vital factor (Thomas and Saslow, 2007). Once criteria such as management level, type of expertise, business unit or functional experience has been decided, the best people who can contribute to developing the talents of others, must be invited to become mentors. Important leaders who are to leave the organization and those ready for semiretirement can be considered.

The organisation needs to pay attention to the mechanics of **mentor matching**. The benefits of mentor matching can be realized through relationships formed between mentor and mentee (Thomas and Saslow, 2007). Having a wide choice of mentors is important to finding successful matches. The relationship will fail if the match is a poor one. With formal mentoring, the program manager proposes the matches based on background information, job experience, interests and specific development goals. Mentors could be paired, with those outside their reporting structure.

Mentors should be prepared and confident in order for the match to be successful. Therefore the organisation should invest time in **mentor training**. Training should include asking of questions, giving feedback and the sharing of experiences to facilitate learning. Mentoring is effective in helping individuals understand the organization, its culture, learn skills from experts and accelerate the development of future leaders. Organizational knowledge and wisdom can be shared, through the fostering of mentoring partnerships (Thomas and Saslow, 2007).

3.4 Performance Management Systems

Morgan (2006) observes that instead of taking HR efforts to a new level of effectiveness, performance management systems in organisations fall short of expectations. Performance management systems ought to be integrated into the strategic talent management system. This would lead to the usage of technology to create and improve talent management programs.

3.4.1 Strategic Talent Plan

Organisations ought to have a strategic Talent Plan. The plan should address questions such as what type of talent does the company need? Where will I find it or select it? The plan ought to put systems in place for identifying competencies, performance gaps and remedies (Morgan, 2006).

A talent management plan must address recruitment, performance management, succession planning, career management, incentives and rewards. The recruitment strategy ought to reflect the gaps the plan has identified in competencies and skills. It must also support the diversity initiatives of the organisation.

The talent plan must address career management, which is an important aspect of attracting and retaining talent. The plan needs to make available to employees information on opportunities including required skills, competencies and experiences necessary, to take advantage of those opportunities (Morgan, 2006).

Employees would thus be in a position to assess any gaps in their performance and experience against desired roles. This would enable them to identify training and development opportunities to close those gaps (Morgan, 2006). The talent plan would also enable the organisation to identify back up and successors for key positions based on skills, competencies and career goals.

3.4.2 Technology

Morgan (2006) observes that the organisation needs to adequately embrace technology. The HR Dept needs to ensure that its technology offers necessary capabilities to execute against the talent plan. With time the talent plan can change and so must the performance management system, in order to provide support. Technology enables the organisation to convert data into actionable intelligence. HR professionals can therefore analyse data and report on performance. It will also assist them to spot gaps and do higher level evaluation and planning.

The organisation needs to focus on content. It needs to populate the system with the necessary content for its talent plan (Morgan,2006). It can integrate information from all human resource areas including succession planning, performance management, training, employee surveys, the 360 degree feedback process and career planning. The integrated system in addition enables HR to act on feedback from recruiting interviews, exit interviews and other areas. The system can facilitate the tracking of leading indicators, such as quality and satisfaction of the community. Individual and collective performance could thus be driven by technology.

3.4.3 Integration of Systems

Standards and systems differ within an organisation which makes the achievement of overall results complex. It can appear overwhelming to integrate a number of operations such as compensation, performance reviews, succession planning and recruiting. Single, parallel systems have limited value, if they are not integrated in content. This would result in managers moving between systems to do their work, which is not conducive (Morgan,2006).

The organisation therefore needs to integrate its talent management system. A comprehensive system helps to link strategy with actions and results. It helps organisations to recruit and develop people with correct competencies. Furthermore, an effective talent management system can assist the organisation to identify and communicate results that are critical to success. It helps to build accountability and make results visible (Morgan,2006).

3.4.4 Training

The organisation needs to invest in Training. In addition to building the talent plan and adopting the correct technology, the organisation must train system users appropriately, in order to get maximum benefit. Morgan (2006) observes that training should not focus only on technology (ie: the buttons to push for each function). It is also important for employees to be aware of why performance management is important, how it relates to achieving the plan, why the organisation is using technology and what it expects to get from it.

Morgan (2006) observes that for managers, training would include how to obtain actionable performance data to improve business unit performance. For employees, training would include usage of the systems, to see how they can take control of career management or development. They can measure performance against personal goals. Training should include an in depth guide on the functionality of the system.

3.4.5 Optimisation of the System

Morgan (2006) observes that the organisation must optimize the system. An effective performance management system would enable managers and officers to track performance on a regular basis. Technology must be used to generate timely, accurate analysis that enables managers and HR executives to react faster. Talent management systems can lay the foundation for achieving greater individual and organisational performance (Morgan,2006). The content and functions of the system should be relevant to managers, officers and HR professionals in order for them to take the organisation to a new level of success. Otherwise the system will not be optimised.

Chapter 4: Methodology

This chapter describes the research methodology that has been used to carry out the research. It provides information on research design, data collection and data analysis.

4.1 Introduction

For the research, primary data and secondary data were used. Primary data was collected through interviews and questionnaires. A total of 29 interviews were conducted with constables, sergeants, inspectors and chief inspectors. Brief questionnaires consisting of 3 basic questions to ascertain the extent of replacement planning, was e-mailed to inspectors and chief inspectors within my total sample of 29. Secondary data was collected from e-books and journal articles from university online databases such as EBSCO.

4.2 Case Study Approach and Sample Selection

A case study approach has been adopted for this report as it provides a good insight into issues facing the organisation on talent management. It broadened my understanding of the organisation and the experiences and opinions of individual officers could be better analysed. Out of the total sample size of 29 officers, **four** were chief inspectors, **five** were inspectors, **eleven** were sergeants and **nine** were constables. 4 of the officers interviewed, were to undergo compulsory retirement following 30 years of service, under the A-19 regulations. This amounts to 14% of the total sample size. The interviews were organised and co-ordinated by the Business partner of Training delivery in the Learning & Development Division.

4.3 Secondary Data

By collecting secondary data through journal articles, I was able to develop my idea of the research field. It helped in defining concepts and the creation of a conceptual framework pertaining to talent management. I covered theory and frameworks on performance management systems, employee engagement, coaching and mentoring, leadership champions, 360 degree feedback, succession planning, replacement planning and different definitions and literature on talent management.

The questionnaire to be used for interviews was developed through the literature review process, was drafted and re-drafted eight times. Questions were edited, prioritised and put into sequence. I had two sittings with a senior officer within the Learning and Development Division in order to ensure that my questions were

appropriate, comprehensible, diplomatically phrased and suitable to the organisational culture and rank structure being addressed. The final list of questions comprised of 14 standard questions.

4.4 Primary Data and Interview Process

The interview method used for primary data collection is a vital tool for gathering viewpoints from interviewees. It forms an important source of case study evidence, which facilitates organisational affairs to be interpreted and conveyed through interviewees. The interviews enabled me to obtain extensive viewpoints and ideas from officers on various aspects of talent management.

A pilot interview was conducted at Hucknall training centre to check clarity, content and timing. The actual interviews took place between the 18th of July and 27th of July at different locations, each day. The maximum number of interviews scheduled per day was four. Venues included the Central Police Station, Radford Road Police Station, Mansfield Police Station, Police Headquarters & Hucknall Training Centre.

The definition on talent management adopted by the organization was used to introduce the topic to each interviewee, prior to commencement of each interview and confidentiality was assured. All interviews were recorded using a digital recorder. Upon conclusion of the interview, inspectors and chief inspectors were requested for permission for follow up via e-mail. Brief questionnaires consisting of 3 basic questions to ascertain the extent of replacement planning within the organisation, was e-mailed to them in order to obtain their feedback.

4.5 Data Analysis and limitations

I adopted a structured approach to analyse the data collected through interviews, questionnaires and journals in order to correlate it with theory. I first summarised the interviews by listening to the taped interviews several times. I grouped questions together from both my interview and e-mail questionnaires, and made themes emerge from them. I then scanned the summarised notes to identify major themes and issues, which have been classified as “interview findings” in **Chapter Five**.

As observed by Fisher (2004), there is a practical difficulty, if research material includes tape recorded interviews. Transcribing a taped interview is rather time consuming. Though it's best to conduct the analysis using transcripts, many students preparing MBA and Master's dissertations do not have the time to do it. Hence I made summarised notes based on listening to each interview several times. This is a notable limitation with regard to data analysis.

The second limitation, which is with regard to the research method, is that the chosen sample size of 29 is not large enough to give a comprehensive picture of talent management issues within the organisation. This is due to time limitations of the period for study. Furthermore, out of the 29 officers interviewed only 4 were to soon undergo retirement following 30 years of service, under the A-19 regulations. This amounts to 14% of the total sample size.

The third limitation is that though brief questionnaires consisting of 3 basic questions on replacement planning, was e-mailed to a total of 9 inspectors and chief inspectors, only 4 responded with answers via e-mail (44% response). The fourth limitation is that due to specified time constraints only one case study, specific to Nottinghamshire Police as an organisation, could be adopted.

4.5 Questionnaire e-mailed on replacement planning

- (1) In your sphere or area, "Who is your back up?"
- (2) How many people in your area can serve as your back up, in case of an emergency, without further need for training or coaching?
- (3) How many people do you have as backups for other key people or positions in your area or division?

4.6 Questionnaire used for interviews

- (1) What can the organisation do to identify talented people to develop them into roles to enable succession planning within the organisation?
- (2) How can we develop people with potential for future leadership roles?
- (3) How can the organisation improve employee commitment and retention?
- (4) Are there clear progression plan and targets, so that all know the necessary steps to further their careers?
- (5) What must the organisation do to meet the career expectations of officers?
How can career progression be improved in the organisation?
- (6) What are your views on the current promotion process? Any suggestions on how it can be improved?
- (7) How are internal vacancies, currently filled? What type of training is given to support them fit into roles?
- (8) Do the technology / system allow you to take control of career management and track performance against personal goals?
- (9) What type of talent and competencies does the organisation need? Where are the greatest gaps in talent?
- (10) What can the organisation do to cross skill, so that there is a well equipped pool of talent for recruitment?
- (11) How do people receive feedback? What do you think about the 360 degree feedback?
- (12) How have you been supported in your development in the workplace through mentoring and coaching?
- (13) How should the mentoring process be structured to support development?
- (14) What would make work more satisfying for you?

4.7 Collation of information on sample of people interviewed

Total Sample Size Interviewed: 29 interviewees

1. Age Group :

26 – 35 years - 5 numbers
36 – 45 years -14 numbers
46 - 55 years -10 numbers

2. Sex :

Male – 23 numbers
Female – 6 numbers

3. Disability :

Yes – 1 number
No – 28 numbers

4. Race :

British – 29 numbers

5. Sexual Orientation :

Bisexual – 1 number
Heterosexual – 19 numbers
Prefer not to say – 9 numbers

6. Religion and Belief

Christian – 14 numbers
None – 6 numbers
Prefer not to say – 9 numbers

Chapter 5: Case Study Analysis

This chapter contains empirical **findings** of the data collected from the participants **through interviews and questionnaires**. These empirical results are analysed in connection to the theoretical background later on in chapter 6 *Discussion and Recommendations*.

5.1 Identification & Development of Talent:

Some officers whom I interviewed were of the view that police constables should be encouraged to refrain from specialising within the first three to four years of joining the organisation. They need to be allowed to gain exposure to different departments. This would enable them to improve their problem solving abilities and community engagement skills. It assists personal development. Hence instead of early specialisation, they ought to develop a broader understanding of what the organisation has to offer.

They were also of the opinion that it is the responsibility of the line manager to identify talent. Individuals have different strengths and supervisors ought to recognise and utilise their talent and skills.

The organization needs to identify people who have potential and create a career structure around them. Individuals who are identified as talented and good at managing people are encouraged by the organisation to apply for the High Potential Development Scheme (HPDS). There are individuals who perform well in their ranks but do not aspire for the next rank. If people are talented in a specialism they could move laterally and excel in the division.

The organisation can do more to promote an equal representation of ethnicities and gender. The organisation is losing people through compulsory retirement, which gives more opportunities for temporary positions and promotions in the future.

The organisation needs to identify key areas in which people need to be developed, such as in management of resources and management of people. Individuals ought to be given problem solving activities and provided with guidance and support.

An interviewee further observed that the way to identify people would be to give them opportunities and put them in situations where they can use their imagination. People need to be rewarded for thinking outside the box and finding solutions. Furthermore individuals ought to be given the discretion to put management principles into practice.

5.2 Increasing Commitment and Retention:

Interviewees observed that the organisation could increase commitment by ensuring that everyone signs up to the core values of the organisation. Since the organisation is undergoing a lot of changes the values need to be reinforced. Core values must underpin all people management, training and the promotion process. Individuals ought to be encouraged to adhere to the organisation's core values. An interviewee observed that in order to retain motivated individuals, the organisation needs to give people an opportunity to leave, should they decide that it's no longer for them.

Reward and recognition is not consistent within the organisation as line managers do not give recognition in a consistent manner. The way in which supervisors line manage their staff is not consistent. The commendation system is not fair. Managers don't have enough time to write up recognition and performance records. They often have to do it in their own time and many managers are not motivated that way. Teachers have planning time to prepare for lessons during which time they don't teach. But the organisation is not geared up to recognise the good work of the staff in such a manner.

An officer observed that recognition for individuals who are talented and hardworking is not always forthcoming. The CID for instance is understaffed and people work long hours. They don't get enough recognition for their hard work. Due to the long hours involved, it's difficult to attract people into such specialist divisions. Employees in these divisions feel undervalued and the work load affects their home life balance. Individuals need to be valued and recognised for their hard work which the organisation is currently not good at doing. We need to ensure that people's commitments remain.

5.3 Career Progression and Promotion:

Some officers interviewed observed that career progression plans aren't clear. People know what they need to do in order to get promoted. But progression isn't necessarily uphill. It can be lateral progression which can be unstructured and down to circumstances and timing. During annual performance development (PDR) reviews, supervisors ought to converse with the individual and find out what they like to do in the future. If the individual wishes to move into specialist divisions then their awareness should be broadened and they must be advised on how to acquire necessary skills and contacts. Hence when the vacancy appears, the individual will be prepared for it. If a police or detective constable, wish to gain exposure in a certain specialism, they cannot structure it. It would depend on the next vacancy.

In specialist divisions such as CID and Homicide units, there is no clear progression structure. For instance, if an individual invests a lot of time in becoming a detective constable and wishes to progress on to becoming a detective sergeant, they go through a selection process, which may assign them to core policing which is a completely different role. Likewise another officer observed that if a sergeant working in a specialist division passes the Inspector exams, he or she may be assigned to

work as a uniformed inspector in a particular area. This amounts to de-skilling of an individual who has specialised in a particular area.

An officer observed that people get promoted to a rank, not knowing fully what that rank entails. For instance when individuals are promoted into higher ranks such as from Inspector to Chief Inspector rank, they have very little awareness of what the job entails. They may have been better at the rank before. Individuals ought to be given assistance in fitting into these roles.

Ideally the training department ought to look at gaps in their skills following promotion and assist them in acquiring them. In reality it is not so. Currently, if an individual takes on the temporary role of superintendent, they would have to identify a superintendent and shadow him/her on their days off to see how the job is done. It's down to the individual's personal commitment to do that.

Many interviewees observed that the promotion process favours people who can pass exams. It doesn't necessarily mean that they possess the required skills. Their skills and abilities are identified primarily by supervisors. There have been different selection processes in the last ten years. Interviewees were strongly of the view that there needs to be work place based assessment, in order to promote individuals to the next rank.

When recruiting talent, the organisation needs to look at skill sets that make a good constable. The organisation tends to recruit people who are graduates, who view the constable rank as a temporary position and aspire to move up. At a time when the organisation is shrinking, there is a risk that a lot of people's expectations are not going to be fulfilled. When recruiting people, the organisation needs to be honest with them because as they progress up the ladder the number of positions available at each rank, become fewer.

The High Potential Development Scheme (HPDS) sets out a clear path for accelerated career progression, but this is availed only to a limited number of individuals. It's down to individual line managers and supervisors to give opportunities to others. They must develop staff via discussions of what they want to do and move them forward, thereby enabling career progression.

An interviewee observed that career progression is about broadening the opportunities available for individuals. When people join the organisation they have the expectation that they will get exposure to different departments. The organisation needs to give them a broad understanding, of what police work is before they start specialising.

5.4 Training:

Interviewees observed that training needs are met depending on the department and the role. Better training is given for certain departments and for specialist roles. Working with partners and the community is of prime importance and requires a degree of competence. If a police constable working in the community does not possess the skills to engage with the community and do problem solving with partners, this could cause problems for a senior officer making decisions a mile

away. Hence enhancing the engagement skills of officers at lower ranks is important and the organisation needs to place emphasis on the training of police constables.

5.5 Usage of Technology:

A chief inspector observed that in the last few years, the IT systems have improved. It's possible to view how inspectors perform against crime reduction in specific areas. It facilitates the prompting of inspectors in the right direction and shifting of resources to specific locations.

Another officer observed that individual developmental needs can only be identified through the PDR process. The IT system is only used to track annual leave, time off, etc. On the system, it is not possible to see what the career objectives of officers are. Personal qualifications can be gauged only by speaking to the individuals. Supervisors are unable to view sergeants who have passed their qualifying exams to inspector grades, in order to assess whom they should give opportunities to. Hence the system cannot be used for the selection of people for vacancies.

5.6 Greatest Gaps in Talent:

The organisation needs people to investigate crime. That's where the gap is. From core CID people are allowed to move into other specialist divisions. But people are not allowed to move in. Hence due to stress and the work load, people moved out of the division and the morale went down. The procedural blocks need to be removed and people need to be encouraged to apply for these roles. We need to have an adequate level of crime investigators in place. They need to be given training, coached and mentored by the people around them. Another officer too observed that the greatest gaps in talent are senior detectives. The organisation lacks detective sergeants and detective inspectors.

An interviewee observed that people get promoted when there are gaps because they are deemed to be good at taking on additional responsibility. But individuals are promoted into a rank and they find that they haven't had a chance to accumulate an awareness of what that role entails.

The organisation needs to spread out responsibility across specialist divisions, so that responsibility does not sit with the same person. Some people are really good decision makers under pressure and as a result they take on a combination of roles. This needs to be managed, because as a result they are not available in a particular role when required.

The organisation lacks forward thinkers who think of the long term. It needs to focus its talent on increasing community confidence. The organisation lacks leaders with a vision, who can envisage where Nottinghamshire Police is heading towards in five to ten years time. A long term view is missing in the organisation.

5.7 Cross skilling:

Interviewees were divided in their views on the merits of cross skilling. An officer observed that it's good for people to gain exposure to other divisions through "attachments". For instance enthusiastic individuals from front line policing go on attachments into CID, to gain exposure. When they move back into front line policing, they become better at what they do. Likewise people from CID move into uniform policing, so that they can develop an awareness of the skills of core policing. But he also observed that this could prove disruptive when it comes to promotion to the next rank, because the individual hasn't been within the same division long enough.

Another interviewee was of the view that the organisation cannot afford to support the career development of individuals through attachments. He observed that the organisation exists to serve the community and therefore it needs to focus its efforts on serving the people on the streets. If a response job needs a team of 20 people, it's not possible to let someone go on an attachment. He further observed that with regard to specialist areas there is an accreditation that has to be maintained. If people are allowed to cross over to other divisions, they will lose the accreditation. The organisation has to pay again to get them re-accredited and this isn't a cost effective process.

Others observed that if someone is a specialist in an area and they are productive, they should be encouraged to remain in that area. A career within a specialist division is good. It means really competent people who are good at what they do spend their entire career doing just that.

5.8 Feedback on Performance:

The Performance development review (PDR) highlights performance and development issues. There is currently poor communication around the PDR process. In most instances feedback is given on an annual basis by the supervisor or line manager. On the contrary feedback should be an ongoing process, throughout the year. It depends on individual supervisors. Especially, the supervisors of sergeants and police constables must have regular meetings with them.

Another officer observed that feedback isn't done properly in the organisation. He observed that throughout their careers, what people do not do well is give feedback. Ideally constables and sergeants ought to debrief on a daily basis, but they are unable to do so due to time constraints. People in the organisation don't necessarily expect feedback for a good piece of work. Supervisors don't have time to send out performance records and it's difficult to persuade supervisors to do so. Officers need to prioritise their work.

Officers observed that the 360 degree feedback would be a good idea but there would be sensitivities and time constraints attached to it. The tool will be a key part of personal development and would help to gauge operational aspects. But the feedback may not be welcome at all times.

5.9 Mentoring, Coaching & Work Shadowing:

When people initially join the organisation as police constables they are assigned a tutor constable for an intensive period. Apart from this, interviewees observed that there is not much of formal coaching or mentoring in the organisation.

Work shadowing is done at the individual's own initiative. Individuals seek to be allowed to shadow an officer, when they are about to face the board for promotion or when an officer whose duties they are taking up is about to leave. A good manager would suggest that you work shadow, but generally people have to be self motivated to do this.

When chief inspectors leave, they need to do a proper handover. New inspectors promoted to chief inspector grades need to be mentored, as there is a lack of awareness of the role. A chief inspector interviewed said that he was mentored by a chief superintendent for 18 months. He said that mentoring is important especially from Inspector rank upwards, and the organisation must identify personal mentors for them. Currently officers seeking promotion make contact with senior leaders and request for mentoring. It is initiated and requested for by the individual and not arranged for by the organisation.

Mentoring assists in personal development and broadening of skill sets. As such, mentoring is important at every level. Sergeants, Inspectors and Chief Inspectors need to be mentored. Sergeants can be mentored by officers in the ranks above, including superintendents. The organisation can try and find mentors from outside the organisation as well. An interviewee suggested that mentors could be selected from the industry and the local authority as well, as this would greatly assist officers to improve their engagement skills with the community.

A chief inspector observed that a formal process of mentoring would be a good process, but it would be in addition to the day to day job of supervisors. He observed that in an 8 hour working day, it is not possible for supervisors to give time slots to mentor people, whom they do not line manage.

5.10 Work Satisfaction:

All interviewees said that they were quite satisfied and happy in their jobs.

Chief inspectors interviewed said that chief superintendents and superintendents need to be more accessible and allocate time for the discussion of issues. Other officers said that there are currently too many meetings. The organisation needs to reduce the number of meetings per day, in order to create more time for the people management functions alluded to above. Others said that they would like more training and development opportunities to develop their managerial skills.

5.11 Replacement Planning:

There appears to be no formal replacement planning process in the organisation. Officers who have served for 30 years are undergoing compulsory retirement under the A-19 regulations. Some have already left and others are bound to leave soon. But there are no proper handover procedures in place and the organisation has not identified any suitable replacements for them. The talent strength in the organisation is not adequately prepared and there is a need for immediate action.

When asked, a chief inspector stated that he did not have a designated deputy as his back up. He said no one could step into his role and perform his entire job.

Officers retire and leave and the organisation tries to adapt to these changes.

Another inspector observed that there were no backups for key people or positions in his division. If a post becomes vacant, work is shared out in the best possible way until a replacement is found. Yet another chief inspector said that he had no back up and any long term abstraction would require a certain level of knowledge, and would probably result in a number of people assisting to familiarise a replacement officer to do his role.

Chapter 6: Discussion & Recommendations

This chapter discusses the information obtained from the interviews and questionnaires and relates it to existing literatures. It also aims to provide the implications for the findings and presents the main recommendations for the organisation.

6.1 Strategy for Identifying, Retaining and Engaging Talent

6.1.1 Identifying Talent

From interviews at all levels it is apparent that talent can be best identified locally by supervisors. Individuals have different strengths and skills. Supervisors ought to recognise and utilise their talent and skills effectively. The organisation must devise a systematic method of signalling talent identified by supervisors to the human resource division.

6.1.2 Retaining Talent

The strategic priorities of Nottinghamshire Police and actions to be adopted must be explained to all employees. They need to understand the organisation's objectives and how best to contribute to them. Opportunities to learn and develop skills, supervisors' understanding of employee motivations and the satisfaction of employees with organisational decisions are important retention drivers. The following observations that emerged from interviews conducted must be taken into consideration by the organisation, to retain talent.

- Since the organisation is undergoing a lot of changes, the organisation's *core values* need to be reinforced. Individuals ought to be encouraged to adhere to the organisation's core values. They must underpin all training and promotion processes.
- When people join the organisation they have the expectation that they will get good exposure. Career progression involves broadening the opportunities available for individuals. It's down to individual line managers and supervisors to give opportunities to people.
- Talent management is not only about looking at potential leaders but also ensuring that everyone works to their full capacity. Supervisors need to explore what makes people perform well in their jobs and pay heed to factors that contribute to work satisfaction. They must engage in discussions with

staff on what they wish to do and move them forward, thereby enabling career progression.

- For retention, people must be treated with respect and effective performance reviews must be conducted. Performance development reviews need to be an ongoing process rather than a formalised annual procedure. Performance reviews with supervisors need to take place at least bi-annually. During these review sessions supervisors ought to converse with the individual and find out what they like to do in the future. If the individual wishes to move into specialist divisions, then their awareness should be broadened. They must be advised on how to acquire necessary skills and contacts. In order to align this process with talent management, an integrated feedback system is important so that the human resource division can collect and analyze data.
- Managers and supervisors must accept shared responsibility for talent management in the organisation. Clear talent management organisational structures must be outlined and managers must take responsibility for its effective implementation. The organisation must ensure that managers at all levels have the necessary skills to retain valued talent. Therefore it needs to adopt the best way of selecting and developing supervisors and managers.
- Talent management must be elevated to being a top priority at Nottinghamshire Police. It must be viewed as essential for achieving the strategic priorities of the organisation, in order to get the attention and resources it requires.

6.1.3 Developing an Employee Value Proposition

In order to retain employees, the organisation needs to show its employees that they are valued, which is in line with the talent management definition adopted.

Nottinghamshire Police needs to work on developing a sound value proposition.

When developing a value proposition the organisation needs to pay attention to important factors such as skills development, career advancement opportunities, work/ life balance and greater decision making authority. The following key observations that emerged from interviews conducted must therefore be taken into consideration by the organisation.

- Police constables ought to be encouraged to cross skill within the first three to four years of joining the organisation. They need to gain exposure to different departments, rather than specialise early in their careers. They would thereby develop a broader understanding of what the organisation has to offer, which would greatly assist in their personal development. They can be encouraged to specialise later on.

- Supervisors need to have the conversation early in the careers of individuals as to what they wish to do. They need to discuss with their staff what their career aims are and point them in the correct direction. This is currently lacking in the organisation. Supervisors need to give focus and direction to their staff and guide them along the correct career path.
- There are individuals who perform well in their ranks but do not aspire for the next rank. There are others who wish to obtain promotions and progress upwards. The organisation needs to assist both categories of individuals to realise their full potential. Lateral progression needs to be more structured within the organisation. If people are talented in a certain specialism they could move laterally and excel in that division.
- Interviewees spoke of instances where the promotion process de-skills officers. For instance if a sergeant working in a specialist division, passes the examinations for promotion to the Inspector rank, he or she may be assigned to work as a uniformed inspector in a particular area. This amounts to de-skilling of the individual. Officers need to be consulted so that they are satisfied with their next promotion. Care must be taken not to de-skill officers.
- As officers progress upwards, the number of positions available at each rank, become fewer. At a time when the organisation is shrinking due to budget cuts, there is a risk that a lot of people's expectations are not going to be fulfilled. The organisation needs to be honest with the people it recruits with regard to how far up they can progress in the organisation.
- Interviewees observed that when individuals are promoted into higher ranks such as from Inspector to Chief Inspector rank, they have very little awareness of what the job entails. Hence assistance in the form of mentoring must be initiated for these officers.
- Currently work shadowing is done at one's own initiative. Individuals seek to be allowed to shadow an officer, when they are about to face the board for promotion or when they need to learn the ropes from an officer who is about to leave. There is a wealth of knowledge to be gained from experienced officers, who are to leave the organisation. Work shadowing needs to be more formalised. Supervisors should suggest work shadowing to officers whom they line manage. The organisation needs to initiate a system of work shadowing to facilitate the sharing of knowledge.

6.1.4 Engaging Talent

Line managers have a key role to play in employee engagement. They need to gauge what motivates people, treat people with respect, ensure access to learning opportunities and pay heed to factors that contribute to work satisfaction.

Furthermore an individual's relationship with one's manager has a huge impact on his/her work. The extent to which employees value their relationship with managers forms an important part of employee engagement. The following observations that emerged from interviews conducted must be taken into consideration by the organisation, to engage talent.

- Currently officers are of the view that reward and recognition is not consistent within the organisation. Line managers do not give recognition in a consistent manner. Managers often don't have adequate time to write up recognition and performance records. Therefore recognition for individuals who are hard working is not forthcoming. This situation has to be remedied. Recognition is a powerful motivator and contributes greatly to employee engagement.
- The extent to which the organisation's leadership is perceived to care about its employees, listens and responds to their opinions is an important factor contributing to employee engagement. Many interviewees observed that the promotion process favours people who can pass exams and those promoted do not necessarily possess the required skills. Interviewees were strongly of the view that there needs to be work place based assessment in order to promote individuals to the next rank. The organisation needs to take this into account in their selection process.
- Talent management is important for greater employee engagement. The organisation needs to be committed to providing their employees with a positive experience. Engaged employees will be more committed to the organisation. **For further guidance on the above refer section 3.1 (talent management strategy) on Literature Review.**

6.2 Performance Management System

6.2.1 Formulation of a Strategic Talent Plan

The organisation must have a strategic talent plan. The plan would address what type of talent the organisation requires. For instance, senior officers interviewed were of the view that the organisation needs an adequate level of crime investigators. There is a shortage of detective sergeants and detective inspectors. Others were of the view that the organisation lacked leaders with a vision who can envisage the long term future. Interviewees also observed that when individuals are

promoted into higher ranks they find that they haven't had a chance to accumulate an awareness of what the role entails. These can be remedied through effective mentoring and work shadowing processes.

Career management is an important aspect of attracting and retaining talent. The strategic talent plan must lead to a system for identifying competencies, performance gaps and remedies. The plan can address recruitment, performance management, succession planning, career management, incentives and rewards. The recruitment strategy ought to remedy the gaps, the plan has identified in competencies and skills. It can also support the diversity initiatives of the organisation (Morgan, 2006).

The plan can make available to employees information on opportunities available. These could include required skills, competencies and experiences that are necessary to fit those opportunities. Officers would thus be in a position to assess any gaps in their performance and experience, against desired roles. It would enable them to identify training and development opportunities to close those gaps. The talent plan would also enable the organisation to identify successors for key positions based on skills, competencies and career goals (Morgan, 2006).

When preparing the talent plan, the organisation needs to take into account actions required to achieve strategic priorities. These include developing an effective performance framework for criminal investigation, improving criminal investigative capability and concentrating intelligence activity around high priority areas & factors contributing towards vulnerability in adults and children.

The organisation must identify key areas in which people can be developed via training such as management of resources and management of people. Interviewees whom I spoke to observed that training must be given to enhance the engagement skills of officers at lower ranks. If a police constable working in the community does not possess the skills to engage with the community or do problem solving with the partners, this could cause problems for senior officers making decisions a mile away. The organisation also needs to prioritise specialist training within public protection, in order to achieve its strategic priorities.

6.2.2 Upgrading of Technology

The technology at Nottinghamshire Police needs to be upgraded so that it aids talent management. Senior officers, whom I interviewed, observed that currently the developmental needs of officers can only be gauged through the annual performance development review (PDR) process. The information is not available online. Neither is it possible to view online what the career objectives of officers are. Personal qualifications can be gauged only by speaking to the individuals. Managers are currently unable to view online the sergeants who have passed their qualifying exams to inspector grades, in order to assess whom they should give opportunities to. Technologies currently being used must be upgraded, so that supervisors have access to information that they can act upon. This will assist

supervisors and the human resource division to spot gaps and do higher level evaluation and planning.

According to Morgan (2006) single, parallel systems have limited value, if they are not integrated in content. It results in managers moving between systems to do work which reduces efficiency. Therefore the organisation must integrate information from all human resource areas such as succession planning, performance management, training, employee surveys, career planning and the 360 degree feedback process. A comprehensive system would assist in linking strategy with actions and results and assist the organisation to recruit and develop people with the correct competencies.

The above mentioned integrated performance management system would enable managers to track performance on a regular basis. It would also facilitate timely, accurate analysis that enables managers to react faster (Morgan, 2006).

It is important for employees to be aware of why performance management is important and how it relates to achieving the talent plan. In addition to building the talent plan and updating the technology, the organisation must train system users in order to get maximum benefit. Individual and collective performance could be driven by technology. For managers, training would include how to obtain actionable performance data to improve business unit performance. For employees, training would include usage of systems to see how they can take control of career management. Performance can then be measured against personal goals (Morgan, 2006). **For further guidance on the above refer section 3.4 (performance management systems) on Literature Review.**

6.3 The Adoption of an Organisation Sponsored Mentoring System

Nottinghamshire Police can adopt an organization sponsored formal mentoring system that will assist in achieving strategic objectives. Mentoring is effective in helping individuals understand the organization, its culture, learn skills from experts and accelerate the development of future leaders. Organizational knowledge and wisdom can be shared through the fostering of mentoring partnerships. It would help officers to learn the ropes, thereby reducing time taken to learn how to get around the organization (Thomas and Saslow,2007).

Having a wide choice of mentors is important to finding successful matches. The relationship will fail if the match is a poor one. The program manager can propose matches based on background, experience, interests and specific development goals. A pool of mentors must be created. Mentors from outside a person's reporting structure can be assigned, even from a different division (Thomas and Saslow,2007).

Criteria such as rank, type of expertise, business unit or functional experience has to be decided and the best people who can contribute to developing the talents of others, must be invited to become mentors. Mentors can be found from outside the organisation as well. For instance, the organisation aims to undertake joint planning

with partners to achieve long term improvements. Therefore mentors could be selected from partner organisations as part of a broader development program. They could also be selected from the industry and the local authority as this would greatly assist officers to improve their engagement skills with the community.

Senior leaders can pass on their knowledge and experience to others in the organisation. They have a lot to contribute, including organisational knowledge, know-how and the ability to mentor younger workers. As such high ranking officers who are to leave the organization in the next two years, as a result of A-19 regulations must be considered for the program. Effective mentoring relationships can prove beneficial to the organization as it would facilitate a smooth transition process. The potential contribution that they could make by mentoring officers who would succeed them is great.

Currently officers need to make contact with senior officers and request for mentoring. It is initiated and requested for by the individual and not arranged for by the organisation. A reservation sighted by senior officers was that of time constraints. Some officers observed that in an 8 hour working day, it is not possible for supervisors to give time slots to mentor people, whom they did not line manage.

The organisation can tie mentoring to talent acquisition at senior ranks. Mentoring is important at every level as it assists in personal development and broadening of skill sets. Mentoring programs can be designed for different ranks. The organisation can identify mentors for officers from sergeant rank upwards. Sergeants can be mentored by officers in the ranks above, including superintendents. Inspectors who are newly promoted to chief inspector grades need to be mentored, as there is a lack of awareness of what the role entails. **For further guidance on coaching and mentoring refer section 3.3 on Literature Review.**

6.4 Improving the Feedback System

There is currently poor communication around the PDR process. Feedback is given on an annual basis by the supervisor or line manager. Managers don't have time to send out performance records due to time constraints. On the contrary, feedback ought to be an ongoing process throughout the year. The organisation needs to make the process of giving feedback a more organised procedure. Supervisors need to make time for giving feedback as it is an integral part of talent management. Formal performance reviews need to take place at least bi-annually.

Officers observed that comprehensive feedback via the 360 degree appraisal method would be a good idea, but there would be sensitivities and time constraints attached to it. The tool will be a key part of personal development and would help to gauge operational aspects. But negative feedback may not be welcome at all times. In a militarised environment, there is cultural sensitivity and respect for authority. Officers are rank oriented and disciplined. It's a sensitive issue to give feedback on superiors and as such the culture needs to be understood. The 360 degree feedback

process needs to be adapted to suit the organisation. Performance appraisals can take place bi-annually.

6.5 Implementing a Replacement Planning Process

Replacement planning can be a starting point for introducing succession planning into the organization. It addresses important questions such as can the organization survive an emergency resulting from the loss of key officers? The organization cannot afford delays in decision making as a result of loss of key decision makers. Officers will lose morale as they wait for new leaders to arrive which will lead to loss of productivity for the entire unit or division. Therefore replacement planning is an essential process (Rothwell, 2011).

Currently there is no formal replacement planning process at Nottinghamshire Police. Officers who have served for 30 years are undergoing compulsory retirement under the A-19 regulations. The organisation has not identified any suitable replacements for them and there are no proper handover procedures in place.

An inspector I interviewed observed that there were no backups for key people or positions in his division. If a post becomes vacant, work is shared out in the best possible way until a replacement is found. Yet another chief inspector said that he had no back up and any long term abstraction would require a certain level of knowledge, and would probably result in a number of people assisting to familiarise a replacement officer to do his role.

Through the introduction of replacement planning, short-term and long-term backups need to be identified, so that the organization has people to assume responsibility for critical positions. Long-term replacement planning would focus on finding backups to fill critical positions, such as when people become absent for long periods (due to death, disability, sudden resignation or retirement). The process must focus on meeting the demands of emergencies and it is an important aspect of disaster planning. It reveals how prepared the organisation is to fill up leadership positions (Rothwell, 2011).

It is better for the organisation to begin with replacement planning, where the need to prepare for emergencies is compelling, and then move towards succession planning. Senior leaders in the organisation need to recognize the value of having key backups identified and the organisation must take action to improve the readiness of workers to serve as backups. Individuals must therefore be encouraged to pursue work assignments that will build their competencies and prepare them to act as backups (Rothwell, 2011).

A chief inspector who responded to my e-mail questionnaire on replacement planning observed that each of his inspectors had two sergeants who can provide some cover. Another chief inspector replied saying that he had three inspectors, one for each geographical area to take care of local issues and in the event of back up one of the other three chief inspectors would provide resilience; if absolutely necessary the superintendent of operations would step in. Yet another chief

inspector said that he provides resilience for his superintendent line manager in the roles that he is authorised to perform. An inspector replied saying that his back up was his peers who were the three inspectors on Neighbourhood policing and his immediate line manager who was a chief inspector. **Annexure(s) G, H, I & J** consists of responses received from chief inspectors to questionnaires e-mailed out on replacement planning. They offer ideas on how the process could be initiated.

From the information obtained it is evident that the organisation does not have a formal replacement planning process in place. **The important steps the organisation must adopt when implementing an effective replacement planning process are listed under section 3.2.3 of the Literature review. Annexure E consists of a sample replacement planning chart that can be used for the process, by the organisation.**

While carrying out the replacement planning process, managers may discover that identifying replacements is not easy. They may realize that talent strength in their organization is less well prepared, which will make them aware of the need for action. Furthermore it can give insights to managers on important issues to bear in mind.

The process will also be useful in identifying training needs to prepare individuals to serve, in an emergency, as a backup for others. Managers can be consulted as to what backups may require in the form of training. When managers ask for objective criteria by which to select replacements, they are asking for competencies that can be measured through behavioural indicators. By indicating who is ready for promotion, high potentials can be discovered. Internal job posting can be integrated with replacement decisions. The insights thus gained would lead towards succession planning and building of the organization's bench strength to meet future challenges such as pending retirements (Rothwell,2011). **For further guidance on replacement planning refer section 3.2 on Literature Review.**

6.6 Implementing a Succession Planning Process:

Currently with regard to officers who are leaving the organisation as a result of the A-19 regulations, vacancies are filled as they become available. The organisation will not possess a comprehensive picture of workforce abilities, through vacancy-by-vacancy workforce planning (Rothwell,2011). The organisation needs to implement replacement planning, followed by succession planning.

Succession planning aims to develop talent by level or rank. Talent at each level is pooled and therefore levels become the focus of attention. Talent “pools” are all people considered promotable to the next level, up on the organization chart. Individuals who signal interest in being considered for promotion ought to be placed in a talent pool and the organisation must be committed to developing these officers. The organisation can integrate individual career planning with succession planning. By promoting people from within, the organisation would provide opportunities for

people to grow and develop. Managers would play a key role in developing people (Rothwell, 2011).

When it comes to promotions, individuals need to be assessed based on expectations for the role. The performance management system must be integrated with work and competency requirements. Many interviewees expressed the view that work place based assessments are vital in the selection process for promotions. This would ensure that those promoted have the required skills to perform the job, in addition to having passed their exams.

The important steps the organisation must adopt in creating the strategic framework for succession planning are listed under section 3.2.5 of the Literature review. Annexure F consists of a sample succession planning chart that can be used for the process by the organisation.

Fulmer et al (2004) re-iterate that succession planning would enable a well-equipped pool of suitably experienced talent for internal recruitment. It would ensure that the organization has the right skills in place to grow and perform in an unpredictable future. The following strategies are important for the successful implementation of succession planning.

- **Align succession planning with strategic priorities:** The succession strategy of Nottinghamshire Police needs to be built on its vision of the future. When creating the talent strategy, the organisation needs to take into account its strategic priorities, look ahead and analyse where the greatest gaps are.
- **Leadership potential must be assessed:** Evaluating how an individuals' values measure up to those of the organization before people join, is vital. The cultural fit needs to be evaluated. When the organisation brings on successors they need to look at their ability to lead. Competence and connection are crucial for successful leaders. They need to achieve results in a way that is consistent with the organization's values.
- **A mix of approaches:** When developing people for succession, a mix of experience, mentoring, work shadowing, training & formal learning would provide a comprehensive approach to making people ready. Instead of looking at jobs and who can fill them, the organisation needs to look at its people. Mentoring could be initiated to develop individuals to work on specific areas that have been identified. Formal learning experiences can also be provided to develop them. People can be moved from one assignment to the other to ensure that they get the correct breadth of experience. Hybrid roles can be created where appropriate.
- **Involve talent in planning:** It's important for the organisation to understand what employees want from their work and the factors that contribute towards work satisfaction. They need to act on their feedback so as to satisfy the

employees they seek to retain. **For further guidance on succession planning refer section 3.2 on Literature Review.**

6.7 Appointing of Leadership Champions

Chief Officers whom I interviewed were of the view that recognition and support for talented and hardworking individuals is not forthcoming in the organisation. This in turn leads to low team morale and individuals feel undervalued. The organisation can appoint or develop leadership champions to boost team morale and lead teams as part of its talent management strategy.

According to Geldart (2005), a good leader is vital for a team to become champions. They articulate the ultimate aim, take the necessary initiative and drive the team forward towards achieving goals and objectives. Leaders would have the potential to harnesses the talent and energy of others. They take their own vision, enthusiasm & drive and build that into team members. The challenge for leaders would be to make people develop and strengthen in the direction of their vision.

Recognition is a good motivator and as such leaders need to recognise people who have done well or worked hard. When sharing successes, they would recognise both individual and team effort. Hence team members will feel valued. Furthermore leaders could spend time addressing things that aren't functioning as planned. They would need to discuss progress in light of failures, hurdles, obstacles and victories. They need to encourage the team to overcome obstacles. Milestones achieved must be recognised. Each milestone contributes towards fulfilling of the vision. They would need to discuss progress made, how successes can be repeated and setbacks if any (Geldart, 2005).

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